Registered Number 02627406

Dyson Limited
Directors' report and financial statements
for the year ended 31 December 2004



Directors' report and financial statements for the year ended 31 December 2004

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Officers and Professional Advisors

Directors

J Dyson (Chairman)
M McCourt
Sir R Needham (Non-Executive)
R Ayling (Non-Executive)
P Richardson

Secretary

A S Briggs

Auditors

PricewaterhouseCoopers LLP 31 Great George Street Bristol BS1 5QD

Principal Bankers

Lloyds TSB Bank Plc 55 Corn Street Bristol BS99 7LE

Principal Solicitors

Wragge & Co. 55 Colmore Row Birmingham B3 2AS

Registered Office

Tetbury Hill Malmesbury Wiltshire SN16 ORP

Registered Number

02627406

Directors' report for the year ended 31 December 2004

The directors present their report and the audited financial statements for the year ended 31 December 2004.

Principal activity and review of the business

The principal activity of the company is the sale and service of domestic appliances. During the year, the company transferred distribution rights, property, patents and licenses for brand rights, design rights and trademarks to fellow group companies.

Results and dividends

The profit for the year after taxation amounted to £25,919,000 (2003: £15,230,000). The directors do not recommend a final dividend (2003: £nil), making the total dividends payable in respect of the year of £34,553,000 (2003: £17,100,000).

Future developments

The directors expect the general level of activity to continue in the forthcoming year.

Donations

During the year the company made total donations of £150,054 (2003: £367,412) for charitable purposes, the major element of which was a £150,000 donation (2003:£200,000) to the James Dyson Foundation (a registered charity). No payments were made for political purposes.

Employee involvement

The company's aim for all members of staff and applicants for employment is to fit the qualifications, aptitude and ability of each individual to the appropriate job and to provide equal opportunity regardless of sex, religion or ethnic origin. The company does all that is practicable to meet its responsibility towards the employment of disabled people. Where an employee becomes disabled, every effort is made to provide continuity of employment in the same job or a suitable alternative. The training and re-training of staff is a high priority. Much of this training is on the job as well as by internal and external courses.

It is the company policy that career development and promotion opportunities should be available to all employees. The company ensures that all employees are kept up to date with major developments and changes within the organisation.

Creditor payment policy

The company agrees terms and conditions for its business transactions with suppliers. Payment is made on these terms, subject to the terms and conditions being met by the supplier.

Directors and directors' interests

The composition of the Board of Directors during the year to 31 December 2004 was as follows:

J Dyson

(Chairman)

S Jupp

(resigned 1st November 2004)

M McCourt

Sir R Needham

(Non-Executive)

A Leighton

(Non-Executive) (resigned 20th December 2004)

R Ayling

(Non-Executive)

T Harris

(resigned 11th January 2005)

P Richardson

The directors did not hold any beneficial interest in the share capital of the company at 31 December 2004 or at any time during the year.

At the year end, J Dyson held 69.9% of the A shares and 100% of the B shares in Dyson James Limited (formerly Dyson Technology Limited), the ultimate parent company.

Statement of directors' responsibilities

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. The directors confirm that in preparing those financial statements they have:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that are reasonable and prudent;
- · followed applicable accounting standards and applied them consistently; and
- prepared the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Dyson Limited

Auditors

A resolution to reappoint PricewaterhouseCoopers LLP as auditors to the company will be proposed at the annual general meeting.

By order of the Board

A S Briggs Secretary

Independent auditors' report to the members of Dyson Limited

We have audited the financial statements which comprise the profit and loss account, the balance sheet, and the related notes, which have been prepared under the historical cost convention and the accounting policies set out in the statement of accounting policies.

Respective responsibilities of directors and auditors

The directors' responsibilities for preparing the annual report and the financial statements in accordance with applicable United Kingdom law and accounting standards are set out in the statement of directors' responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards issued by the Auditing Practices Board. This report, including the opinion, has been prepared for and only for the company's members in accordance with Section 235 of the Companies Act 1985 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the directors' report is not consistent with the financial statements, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions is not disclosed.

We read the other information contained in the annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. The other information comprises only the directors' report.

Basis of audit opinion

We conducted our audit in accordance with auditing standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements give a true and fair view of the state of the company's affairs at 31 December 2004 and of its profit for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

seedel/

PricewaterhouseCoopers LLP

Chartered Accountants and Registered Auditors

Bristol

Cotober 2005

Profit and loss account for the year ended 31 December 2004

	Note	2004 £'000	2003 £'000
Turnover	2	258,770	236,877
Cost of sales		(125,939)	(121,706)
Gross profit		132,831	115,171
Administrative expenses		(104,790)	(87,395)
Total operating profit		28,041	27,776
Reorganisation costs	3	•	(3,942)
Profit on ordinary activities before interest		28,041	23,834
Interest receivable and similar income	8	10,230	775
Interest payable and similar charges	9	(3,103)	(3,954)
Profit on ordinary activities before taxation	4	35,168	20,655
Tax on profit on ordinary activities	10	(9,249)	(5,425)
Profit on ordinary activities after taxation		25,919	15,230
Dividends - including non equity	11	(34,553)	(17,100)
Retained loss for the year	21	(8,634)	(1,870)

All of the company's operations are continuing.

There is no difference between the profit on ordinary activities before taxation and the retained loss for the year stated above and their historical cost equivalents and therefore no separate statement has been presented.

The notes on pages 11 to 25 form part of these financial statements.

Statement of total recognised gains and losses

291,226	15,828
707	598
(53,400)	-
318,000	-
25,919	15,230
£'000	£,000
2004	2003
	2004

Balance sheet as at 31 December 2004

	Note	2004	2004	2003	2003
		£'000	£'000	£'000	£,000
Fixed assets					
Intangible assets	12	1,466		1,583	
Tangible assets	13	8,697		43,607	
Investments	14	•		20,985	
			10,163		66,175
Current assets					
Stocks	15	18,912		10,315	
Debtors: amounts falling due within one year	16	350,880		47,877	
Debtors: amounts falling due after more than one year	17	13,918		-	
Cash at bank and in hand		40,002		28,581	
		423,712		86,773	
Creditors: amounts falling due within one year	18	(78,999)		(88,417)	
Net current assets/(liabilities)			344,713		(1,644)
Total assets less current liabilities			354,876		64,531
Provisions for liabilities and charges	19		(46,307)		(12,635)
Net assets			308,569		51,896
Capital and reserves					
Called up share capital	20		2		2
Profit and loss account	21		70,119		51,894
Other reserve	21		238,448		-
Equity shareholders' funds	21		308,569		51,896

These financial statements were approved by the directors on 27 October 2005.

J Dyson Director

The notes on pages 11 to 25 form part of these financial statements.

Statement of accounting policies

Accounting convention

These financial statements have been prepared under the historical cost convention and in accordance with the Companies Act 1985 and applicable accounting standards. A summary of the more important accounting policies is set out below.

Basis of preparation

The company is exempt from the requirement to present consolidated financial statements under section 228 of the Companies Act 1985. The accounts have been included in the consolidated financial statements of its ultimate parent company, Dyson James Limited.

Turnover

Turnover is recognised on delivery and represents the invoiced value of goods and services derived from the company's principal activity as described on page 2, net of Value Added Tax and settlement discounts.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided on all tangible fixed assets at rates calculated so as to write off the cost, less estimated residual value of each asset on a straight line basis, over their useful economic lives, as follows:

Freehold property

2% per annum

Tooling

33.3% per annum

Plant and equipment:

Information Technology

33.3% per annum

Other

10% per annum

Motor vehicles

25% per annum

Assets in the course of construction are not depreciated until they are ready for use. No depreciation is provided against freehold land.

Investments

Investments are stated at cost less provision for any impairment.

Intangible fixed assets

Intangible fixed assets are stated at cost less accumulated amortisation. Amortisation is provided from the date of acquisition to write off the cost less estimated residual value over its useful economic life as follows:

Licences

15 years

Stocks

Stocks are stated at the lower of cost and net realisable value. Cost includes all direct expenditure. Where necessary provision is made for obsolete, slow moving and defective stocks.

Guarantee provision

Provision is made for the cost of repairing appliances under the guarantee period of 2-5 years, together with collection and return to the consumer where appropriate, based on the expected level of returns.

Deferred taxation

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date, where transactions or events that result in an obligation to pay more tax in the future or a right to pay less tax in the future have occurred at the balance sheet date.

A net deferred tax asset is recognised only when, on the basis of all available evidence, it can be regarded as more likely than not that there will be suitable taxable profits against which to recover carried forward tax losses and/or from which the future reversal of underlying timing differences can be deducted,

Deferred tax is measured at the average tax rates that are expected to apply in the periods in which the timing differences are expected to reverse, based on tax rates and laws that have been enacted or substantively enacted by the balance sheet date. Deferred tax is measured on a non-discounted basis.

Foreign currencies

Trading items in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at mid-market rates of exchange ruling at the balance sheet date.

The results of overseas branches are translated into sterling at the average rate of exchange prevailing during the year. The balance sheets of overseas branches are translated into sterling at mid-market rates of exchange ruling at the balance sheet date.

Exchange gains and losses arising from foreign branch translations are taken to reserves and reported in the statement of total recognised gains and losses. All other foreign currency gains and losses are taken to the profit and loss account.

Treasury and derivative instruments

Outstanding foreign exchange deals hedging anticipated future foreign exchange exposures are not marked to market. All other outstanding foreign exchange deals are marked to market using mid-market rates of exchange ruling at the balance sheet date. Premia and discounts on forward foreign exchange deals are taken to the profit and loss account as interest over the period of the contract. Option premia are taken to the profit and loss account over the life of the option. Credit default swaps are used as hedges for trading credit exposures and are not marked to market. Payments under credit default swaps are taken to profit and loss account over the period of the contract.

Operating leases

Rentals paid under operating leases are charged to the profit and loss account as they are incurred.

Contributions in respect of defined contribution pension schemes are charged to the profit and loss account as they become payable in accordance with the rules of the schemes.

Notes to the financial statements for the year ended 31 December 2004

Cash flow statement and related party disclosures 1

The company is a wholly-owned subsidiary of Dyson James Limited and is included in the consolidated financial statements of Dyson James Limited, which are publicly available. Consequently, the company has taken advantage of the exemption from preparing a cash flow statement under the terms of FRS 1 (revised 1996). The company is also exempt under the terms of FRS 8 from disclosing related party transactions with entities that are part of the Dyson James Limited group or investees of the Dyson James Limited group. For details of other related party transactions see note 23.

2 Turnover

Turnover is derived solely from the principal activity of the company.

An analysis of turnover by geographical destination is given below:

	2004	2003
	£'000	£,000
United Kingdom	174,089	168,767
Rest of Europe	11,840	25,526
Rest of the world	72,841	42,584
	258,770	236,877

3 Reorganisation costs

Reorganisation costs in 2003 of £3,942,000 before tax (£2,759,000 after tax) relate to the transfer of production of Laundry Division products from the United Kingdom to Malaysia.

4 Profit on ordinary activities before taxation

	2004	2003
	£'000	£'000
Profit on ordinary activities before taxation is stated after charging / (crediting);		**************************************
Research and development	11,929	14,824
Auditors' remuneration including expenses	106	106
Payments to auditors for non-audit services	123	279
Depreciation of owned fixed assets	2,512	5,151
Amortisation of intangible fixed assets	122	121
Impairment of intangible fixed assets	-	163
Profit on disposal of tangible fixed assets	(831)	(35)
Hire of equipment	791	1,053
Property leases	995	86

5 Profit on sale of rights

During the year, the company made a profit of £318,000,000 on the sale of brand, patent and design rights to fellow subsidiaries (2003: £nil).

Directors' remuneration

	2004	2003
	£'000	£'000
Aggregate emoluments	15,840	2,763
Compensation for loss of office	53	-
Company contributions paid to money purchase pension schemes	363	108
	16,256	2,871

In addition, two directors received fees in connection with specific consultancy services provided to the company totalling £347,000 (2003: £310,000) (see note 23).

The number of directors with benefits accruing during the year under the money purchase schemes is 3 (2003:

5). The directors' remuneration disclosed above includes the following amounts for the highest paid director:

Highest paid director	2004	2003
	£'000	£,000
Aggregate emoluments	12,532	900
Company contributions paid to money purchase pension schemes	189	34
	12,721	934

7 Staff costs

	2004	2003
	£'000	£'000
Wages and salaries	43,454	33,634
Social security costs	5,638	4,312
Other pension costs	939	915
Staff costs	50,031	38,861

The company operates three defined contribution pension schemes. The assets are held and managed independently of the finances of the company.

Staff costs (continued) 7

The average monthly number of employees (including directors) during the year was as follows:

By activity	2004	2003
	Number	Number
Production	10	55
Sales and administration	748	830
Research and development	167	268
	925	1,153

Interest receivable and similar income

	2004	2003
	£'000	£'000
Bank interest	2,301	737
Interest received from related party (note 23)	531	-
Interest on group loans	7,398	38
	10,230	775

Interest payable and similar charges

	2004	2003
	£'000	£,000
Bank interest	377	664
Interest on group loans	2,726	3,290
	3,103	3,954

10 Taxation

(a) Analysis of charge in the year

	2004	2003
	£'000	£'000
Taxation on the profit for the year		
UK corporation tax at 30% (2003: 30%)		
- current year	8,924	5,945
- prior year	596	(16)
	9,520	5,929
Overseas tax	40	296
Double tax relief	(40)	(244)
Total current tax	9,520	5,981
Deferred tax at 30% (2003: 30%)		
- current year	1,048	(411)
- prior year	(1,319)	(145)
Tax on profit on ordinary activities	9,249	5,425
b) Tax effect of unrealised profit taken to statement of total recognised gr	ains and losses	2003
	£'000	£'000
Taxation on the unrealised profit for the year		
UK corporation tax at 30% (2003: 30%)		
- current year	8,900	-
Total current tax	8,900	-
Deferred tax at 30% (2003: 30%)		
- current year	44,500	-
Tax on unrealised profit taken to statement of total recognised gains and	53,400	

Taxation (continued) 10

(c) Factors affecting tax charge on ordinary activities for the year

The tax assessed for the year is lower than the standard rate of corporation tax in the UK (30 per cent). The differences are explained below:

	2004 £'000	2003 £'000
Profit on ordinary activities before tax	35,168	20,655
Profit on ordinary activities multiplied by standard rate		
of corporation tax in the UK of 30% (2003: 30%)	10,550	6,197
Effects of:		
Depreciation for year in excess of capital allowances	(700)	249
Chargeable gain on sale of property less than the book profit	(72)	-
Adjustments to tax charge in respect of previous periods	596	(16)
Different tax rates applicable in overseas branches	•	52
Expenses not deductible for tax purposes	82	171
Research and Development tax credit	(588)	(934)
Other timing differences	(348)	262
Current tax charge for year on ordinary activities	9,520	5,981

(d) Factors affecting tax charge on unrealised profit taken to statement of total recognised gains and losses for the year

	2004 £'000	2003 £'000
Unrealised profit taken to statement of total recognised gains and losses	318,000	-
Profit on ordinary activities multiplied by standard rate		
of corporation tax in the UK of 30% (2003: 30%)	95,400	-
Effects of:		
Sale of licences of intellectual property to group companies not taxable		
under S171 TCGA 1992	(42,000)	-
Profits on patent sale being taxable over 6 years	(44,500)	-
Current tax charge for year on unrealised profit taken to statement of total recognised gains and losses	8,900	•

Taxation (continued) 10

(e) Factors that may affect future tax charges

Based on current capital investment plans, the company expects depreciation to continue to exceed capital allowances in future years at a similar level to that in 2004.

Dyson Limited has benefited from research and development tax credits in the UK since their introduction in 2002. The credit takes the form of a tax deduction equal to 125% of the qualifying expenditure. This has contributed to a tax charge in 2004, which is lower than the UK statutory rate and is expected to continue to do so in future years.

11 Dividends

	2004	2003
	£'000	£,000
Interim declared at £3,150.32 per share (2003: £7,695.77)	7,000	17,100
Dividend in specie	27,553	
	34,553	17,100

The dividend in specie of £27,553,000 relates to the historical cost of investments in Dyson SA (Switzerland), Dyson Manufacturing Sdn Bhd, Dyson SAS, Dyson GmbH, Dyson BV, Dyson Ireland Ltd, Dyson SRL, Dyson Spain SL, Dyson Technology Inc and Dyson Estates Limited.

Dyson Limited

12 Intangible fixed assets

	Licenses
	£'000
Cost	
At 1 January 2004	1,989
Additions	5
At 31 December 2004	1,994
Amortisation	
At 1 January 2004	406
Charge for the year	122
At 31 December 2004	528
Net book value	
At 31 December 2004	1,466
At 31 December 2003	1,583

13 Tangible fixed assets

	Freehold land and buildings	Tooling	Plant, equipment, fixtures and fittings	Motor vehicles	Total
	£'000	£'000	£'000	£'000	£'000
Cost					
At 1 January 2004	36,996	17,187	23,795	743	78,721
Additions	206	61	2,428	-	2,695
Disposals	(878)		(1,421)	(454)	(2,753)
Transfers to fellow subsidiaries	(36,016)	(6,014)	(2,275)	•	(44,305)
Exchange differences		-	•	(1)	(1)
At 31 December 2004	308	11,234	22,527	288	34,357
Depreciation					
At 1 January 2004	3,431	14,658	16,394	631	35,114
Charge in year	354	515	1,562	81	2,512
Disposals	(108)	-	(1,412)	(439)	(1,959)
Transfers to fellow subsidiaries	(3,655)	(4,811)	(1,541)	•	(10,007)
At 31 December 2004	22	10,362	15,003	273	25,660
Net book value					
At 31 December 2004	286	872	7,524	15	8,697
	33,565	2,529	7,401	112	43,607

At 31 December 2004	-	172	319	-	491
At 31 December 2003	•	1,970	772	<u>-</u>	2,742

Capital expenditure contracted but not provided for at the year end was £nil (2003: £826,000).

Dyson Limited

14 Investments

		Subsidiary Undertakings
		£'000
Cost		
At 1 January 2004		21,985
Additions		8,134
Transfer to fellow subsidiary		(1,566)
Dividend in specie (see note 11)		(27,553)
At 31 December 2004		1,000
Amounts written off		
At 1 January 2004		1,000
Charge in year		•
Amounts written off as at 31 December 2004		1,000
Net book value		
At 31 December 2004		•
At 31 December 2003		20,985
15 Stocks		
	2004	2003
	£'000	£,000
Raw materials and consumables	2,710	3,615
Finished goods and goods for resale	16,202	6,700
	18,912	10,315

16 Debtors - Amounts falling due within one year

	2004	2003
	£,000	£'000
Trade debtors	19,105	21,245
Amounts due from group undertakings	320,449	22,870
Other debtors	8,359	4
Prepayments	2,956	3,758
Corporation tax	11	
	350,880	47,877

17 Debtors - Amounts falling due after more than one year

	2004	2003
	£'000	£'000
Other debtors (see note 23b)	13,918	<u>-</u>
	13,918	-

18 Creditors - Amounts falling due within one year

	2004	2003
	£'000	£'000
Trade creditors	10,789	8,511
Other creditors	679	579
Amounts due to group undertakings	28,155	58,824
Corporation tax	5,120	3,372
Other taxes and social security	18,919	3,177
Accruals and deferred income	15,337	13,954
	78,999	88,417

19 Provisions for liabilities and charges

	Deferred tax	Guarantee	Total
	£'000	£'000	£'000
At 1 January 2004	1,549	11,086	12,635
Charged to/(from) profit and loss account	(271)	2,666	2,395
Charged to/(from) statement of total recognised gains and losses	44,500	-	44,500
Transfers	(3,273)	(9,950)	(13,223)
At 31 December 2004	42,505	3,802	46,307

The guarantee provision represents the cost of potential repair and modification of goods under guarantee.

Deferred taxation comprises

	42,505	1,549
Other timing differences	(524)	(299)
Accelerated capital allowances	43,029	1,848
	2004 £'000	2003 £'000

There was no unprovided deferred tax at 31 December 2004: (2003: £nil).

20 Share capital

	2004	2003
	£	£
Authorised, allotted, called up and fully paid		
2,222 ordinary shares of £1 each	2,222	2,222

21 Reconciliation of movements in shareholders' funds

	Share capital	Profit and loss account	Other reserve	2004	2003
	£'000	£'000	£'000	£'000	£,000
Shareholders' funds at 1 January	2	51,894	-	51,896	53,168
Profit on ordinary activities after taxation	•	25,919	-	25,919	15,230
Dividends	**	(34,553)	-	(34,553)	(17,100)
Tax charge in statement of total recognised gains and losses	-	(53,400)	-	(53,400)	-
Other gains and losses	-	707	318,000	318,707	598
Transfer		79,552	(79,552)	-	
Shareholders' funds at 31 December	2	70,119	238,448	308,569	51,896

22 Financial Commitments

The company had annual commitments under non-cancellable operating leases expiring as follows:

	2004		2003
Property	Vehicles, plant and	Property	Vehicles, plant and
£'000	£'000	£'000	£'000
•	35	-	51
•	599	•	697
2,341	_		-
2,341	634		748
	£'000 - - 2,341	Property Vehicles, plant and equipment £'000 £'000 - 35 - 599 2,341 -	Property Vehicles, plant and equipment Property £'000 £'000 £'000 - 35 - - 599 - 2,341 - -

23 Related party transactions

a) During the year the company entered into transactions with related parties in which the following directors had beneficial interest:

Consultancy services were provided by Sir Richard Needham Consultancy Limited for an amount of £300,000 (2003: £258,000). At the year end a balance payable to the related party amounted to £5,000 (2003: £10,000).

Consultancy services were provided by Going Plural, the consultancy company owned by Allan Leighton for an amount of £47,000 (2003: £52,000). At year end no balance was payable to the related party (2003:£nil).

b) During the year the company provided a loan of £19,998,000 to a company (Profred Limited) in which James Dyson has a beneficial interest. The terms of the loan are:

Repayment: No later than second anniversary after the first drawdown Interest: 4% above bank base rate (interest received in 2004: £531,000) Loan guarantee: James Dyson

At the year end the balance receivable by the Group amounted to £13,918,000.

The balance receivable was settled in full on 30 September 2005.

c) Profred Limited provided the company with services amounting to £2,030,000 during 2004. At the year end the balance payable to Profred Limited amounted to £129,000.

All the above transactions have been entered into on an arm's length basis.

24 Pension costs

Pension costs of £939,000 (2003:£915,000) were charged in the year in relation to group defined contribution pension schemes. £10,000 (2003:£10,000) was included in other creditors at the year end as amounts payable to the schemes.

25 Ultimate parent company and controlling party

The ultimate parent company is Dyson James Limited, a company incorporated in the United Kingdom. Copies of the financial statements of Dyson James Limited are available from the company secretary at Tetbury Hill, Malmesbury, Wiltshire SN16 0RP.

The ultimate controlling party is Mr J Dyson by virtue of his controlling interest in the shares of Dyson James Limited.

Dyson Limited

26 Contingent liabilities

The company has given maximum guarantees of £75,000 (2003: £5,000) to HM Customs and Excise for its deferment account.

At the year end the company had outstanding forward foreign exchange contract and foreign exchange option commitments amounting to £107,840,000 (2003: £46,852,000).